

The image shows the interior of the Mahwah Public Library. The upper portion of the image is dominated by a high, vaulted ceiling with a complex wooden truss system and large skylights. A prominent red rectangular box is overlaid on the left side of the image, containing white text. Below the red box, the library's interior is visible, featuring a service counter with a dark canopy, bookshelves, and several round tables with chairs arranged for reading or study. Large windows in the background offer a view of trees outside.

Mahwah Public Library

# *Our Vision for the Future*

Strategic Plan 2019-2023

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*Building Community.  
Enriching Lives.*

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## Message from the President

A Strategic Plan sets a vision for the future of our Library and lays out the direction we will take over the next five years to achieve its mission of bringing knowledge to all members of our community. Our Strategic Plan was put together by a top-notch committee of Library trustees, staff and frequent users of Library services from our community that were dedicated to ensuring the Library continues to anticipate the needs of its users and meets those needs in the most effective manner possible. I want to thank all those who helped develop this plan, including over 850 people that participated in our survey. Their responses were critical in understanding what our community wants from its Library.

We feel this plan anticipates the changing needs of our community and will continue to offer all our residents' free access to information in many different forms – from the traditional supply of books; to computers and online content; to programs that bring culture, knowledge and participation to our residents. Past Strategic Plans made the expanded Library possible 10 years ago; created an area downstairs 4 years ago for our teens to study, learn and interact together after school; added quiet study areas two years ago for users seeking a traditional library experience; and this year will create a wondrous new Children's Area to encourage our youngest patrons to explore and learn.

Of particular concern to our community will be the future funding requirements to maintain our Library and its many benefits. Funds are always tight, but Library funding has decreased over the last 10 years and is not anticipated to change significantly in the future. Please take the time to recognize the benefits the Library is currently providing our community. It has become a gathering place that challenges us to learn and interact with both people and information. This strategic plan will lay out the direction the Library takes in the next few years, but our community will determine how the Library can continue to spark the minds and interests of our current and future residents.

Rich Wolf  
President

## Developing a New Strategic Plan

The Mahwah Public Library last undertook development of a strategic plan in 2015. That plan guided the Library's development and growth from 2016 through 2018. Notable accomplishments over the past three years include construction of five quiet study rooms; reorganization of the main floor to include a dedicated technology alcove and improved display space; and new community services including a popular English as a Second Language (ESL) program. In addition, the Library sought out a skilled graphic designer to help convey its message to the community via social media and in-house marketing. A complete list of the goals and their outcomes is included as an appendix.

In the fall of 2018, the Library Board of Trustees formed an ad hoc committee to develop a new long-range plan to guide growth over the coming years. This dynamic process was designed to be both community-focused and forward-looking. Shifting demographics, usage statistics, prevailing industry trends, emerging technology, community surveys, best practices, and benchmark data were all taken into consideration throughout the process. The Committee worked together to evaluate this wealth of information and develop strategic initiatives that were closely aligned with the mission, vision and guiding principles developed as part of the previous strategic plan. The selected goals embody a plan that is both responsive to the community's current expectations and actively plans for future growth.

# Our Vision for the Future

## Expanding Programs & Non-Traditional Services

While circulation has plateaued in recent years, program attendance for adults, teens, and children continues to rise. New programs such as English as a Second Language (ESL) and online book discussions have expanded to complement long-standing favorites such as music and movement programs, STEM activities, arts and crafts, Sunday concerts, and after-hours events.

Among the many remarkable shifts in the Library's services, the significant increase in programs and program attendance over the past decade is particularly noteworthy. In its first Strategic Plan the Library

established a goal of increasing programs and set a target of spending 3.5% of its operating budget on high-quality programs. The response has been dramatic with the number of programs and attendance increasing threefold over the past decade. In 2018, the Library hosted 2,096 programs with 51,398 attendees. The Library has become a community-wide destination for informative, edifying, and entertaining cultural events befitting its mission.

In addition to providing programs for the general population of Mahwah and the surrounding communities, the Library identified an underserved population and as a result has dramatically expanded its English as a Second Language (ESL) service.

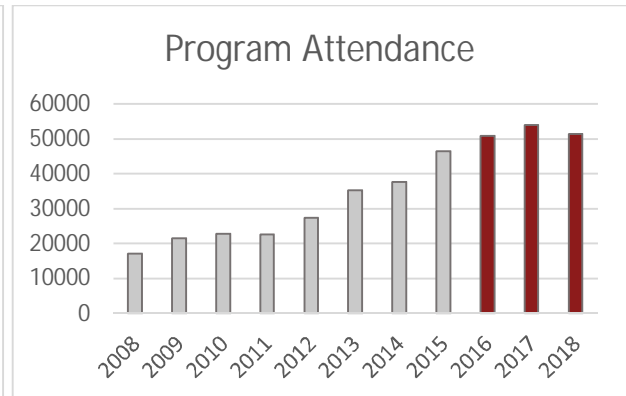
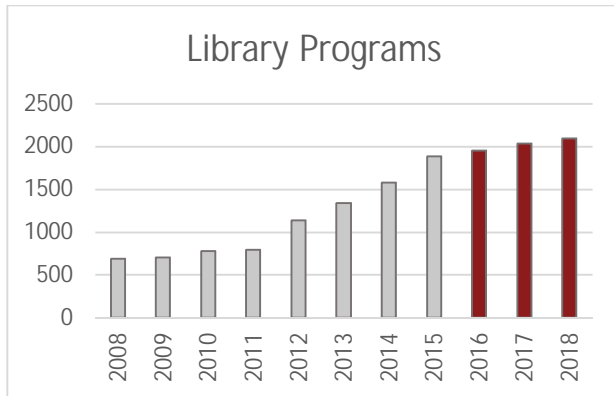
The program has doubled in size and has added additional services such as Job Coaching and Citizenship Test Preparation. With the addition of quarterly meetups for both tutors and students, the ESL program has developed a community within the library.

The strong growth in this segment coupled with clear feedback gleaned from the community survey –programs,

classes and other activated were the number one response when to prioritize enhancements – indicates that providing quality programming within the Library will be a critical factor for long-term success. However, the quantity of programs currently provided is in equilibrium with space, staff, parking and funding currently available; additional resources need to be dedicated to programs in order for this growth to continue.



*Children enjoying one of the many events held at the Library each year.*



### Programming Goals 2019-2023

- a. *The Library will increase program attendance by 10% by 2023.* The Library will expand programs to all residents. The Library will engage individuals and groups that have not previously attended programs and develop new programs that meet their needs in the form of an adult school. By 2023, 6% of operating expenses will go towards supporting programs and activities.
- b. *The Library will offer online access to selected programs.* The Library is known for the quality of its programs and popular programs, such as Sunday concerts, can exceed seating and parking capacity. The Library will research and implement online access to selected programs.
- c. *The Library will explore and implement services that are not*

*traditionally considered library services provided they meet community needs and are appropriate to the Library.* The Library will offer services that are not typically associated with libraries, such as expanding its current Notary Public services, becoming a passport agency and offering one-on-one assistance with technology.

- d. *The Library will form strong partnerships with organizations to provide specialized programs and services.* The Library will work closely with organizations whose missions complement its own to provide quality programs and services that require specialized knowledge.

## Focus on Online Collections & Services

In its first Strategic Plan, the Library established a goal of dedicating 12.5% of operating expenditures to maintaining first-rate collections. This approach was successful for many years. Circulation was a mainstay of library services after the Great Recession of 2008 and held steady through 2015 when the economy began to recover. Starting in 2016, circulation began to ebb as patrons increasingly purchased or downloaded materials. In 2018 circulation dipped dramatically, in part due to significant structural problems with the statewide delivery service for the first half of the year. The Bergen County Cooperative Library System (BCCLS) is now developing a regional delivery system which will come online in 2019. It remains to be seen how much delivery – as opposed to changing patterns of use – will slow the decline of circulation of physical items.

The decline in physical circulation is partially offset by strong growth in online circulation. As patrons embrace the convenience of streaming formats over borrowing physical items, online circulation has risen

dramatically. The Library has proactively faced these trends: It was an early member of the Bergen E-Audio Team (BEAT), which was later merged into the Bergen County Cooperative Library System's (BCCLS) "eBCCLS" online services, and among the

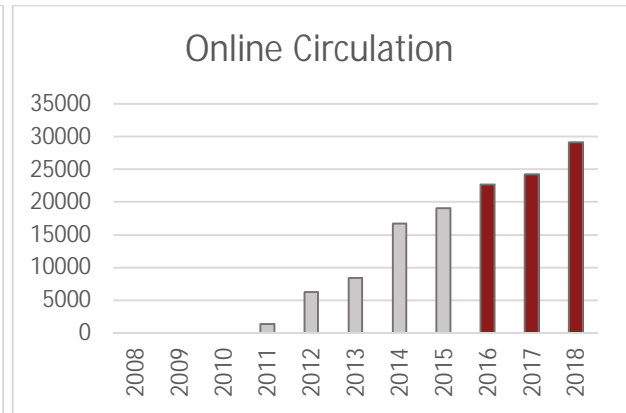
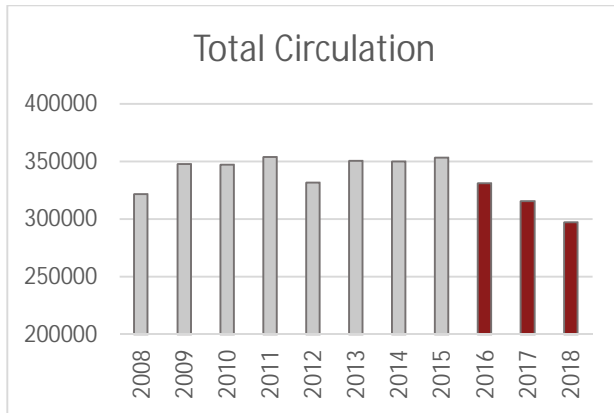


*Staff offer personal assistance with eBooks and other library resources.*

first libraries in New Jersey to offer Hoopla, a streaming media service delivering music, movies and eAudiobooks to patrons' PCs and devices. In 2017, the Library partnered with Kanopy to offer a streaming media service focusing on independent and foreign films and documentaries. Mahwah was among the first to establish local online collections when BCCLS migrated to OverDrive Advantage as its eContent platform.

As a result of its aggressive collection of online resources, online borrowing accounted for just over 29,000 transactions in 2018 – 9.9% of the total circulation. This trend is likely to continue as popularity for physical media (DVDs, CDs, and audiobooks) wanes in favor of streaming alternatives and is a driving factor in long-term planning.





### Collection Goals 2019-2023

- a. *The Library will invest in online collections.* The Library acknowledges the tectonic shift towards use of online collections, notably media (movies, music and audiobooks), and will continuously analyze the use of its physical and online collections. In light of the elevated expense of online collections compared to their traditional counterparts, the Library may reallocate funding to popular online collections and services in order to support growth of these collections.
- b. *The Library will seek out and implement cost-effective discovery methods for patrons.* The Library will investigate new ways of patrons discovering, exploring and using eContent. Relevant technologies such as improving access via its website and developing a library app will be considered.
- c. *The Library will curate its collections to offer the most value to residents.* As physical collections are deemphasized, Library staff will use their expertise combined with data analysis to purchase and curate high quality materials that are relevant and timely to the community. Physical collections will be creatively displayed and marketed to heighten awareness among visitor.
- d. *The Library will proactively adopt online services that support its mission and vision statements.* The Library will seek out, evaluate and, where appropriate, adopt new online services that are relevant to community interests.

## Engaging the Community

In order to be successful moving forward, the Library must effectively communicate the opportunities it creates and value it offers to the community.

Starting in 2016, when the Library brought a Public Relations & Marketing Assistant onto the team, it began making a concerted effort to streamline communications based on a unique brand identity. Bold graphics with an attractive, modern feel help us communicate our vision in print and online.

Weekly email newsletters highlighting programs and services are sent to over 4,000 subscribers while Facebook, Twitter, Instagram and other social media engages current and prospective patrons to promote awareness of services and staff news. Patrons typically rate the Library highly in social media and online sources, with ratings of 4.5 on Google and 4.6 on Facebook, and email open rates are well above industry average.

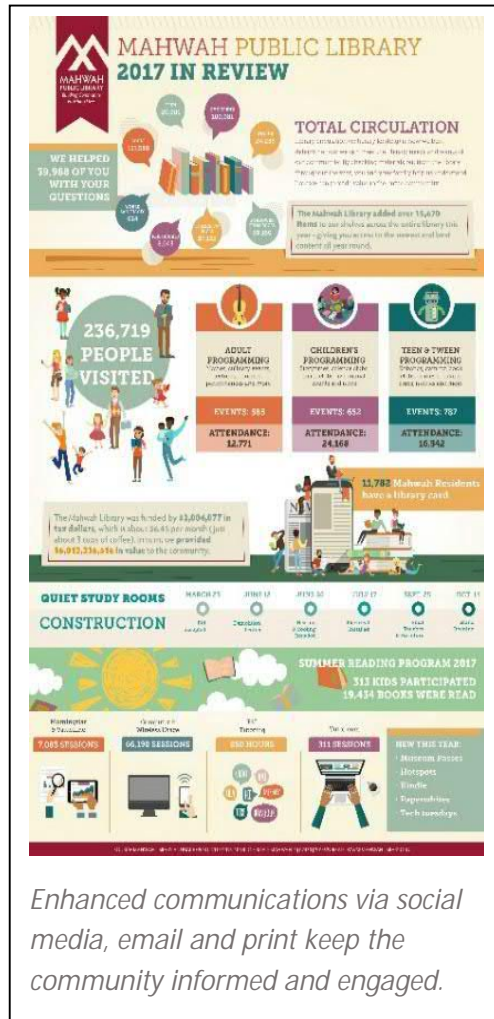
While digital media has proved to be an effective marketing tool, the Library

continues to redefine its print marketing efforts as well. Posters announcing upcoming events line the entrances while attractive fliers highlight key programs and

informative brochures summarize key services. In an effort to capture the attention of non-users, the Library now mails printed postcards and other materials to new residents highlighting the value of becoming a member.

Despite these efforts, many patrons report being unaware of new or enhanced library services. For example, 40% of survey respondents were unaware that the Library offers streaming music, movies and TV shows, and 50% were unaware that the Library offers public notary services. Over 50% of the community remain unaware that the Library offers a delivery by mail service for all Mahwah residents, even though this service has been available for three years. Clearly, there is still much work to

be done to inform our neighbors of all the many wonderful programs and services offered by the Library.



## Communications Goals 2019-2023

- a. *The Library will use appropriate methods of communications to engage the community.* The Library

will seek to understand how people receive and take action on information in popular formats, and

will codify a PR/marketing plan that capitalizes on this information in a way that engages residents with timely, relevant and lively information about the Library and community.

- b. *The Library will connect with patrons online.* The Library will offer online visitors a high-quality, engaging opportunities to access and use its services. The Library understands

the shift towards mobile access and will renovate its website with an eye towards functionality and ease-of-use and will explore offering a mobile app.

- c. *The Library will upgrade its signage.* The Library will comprehensively review and upgrade signage and wayfinding tools in order to help patrons navigate the building, collections and service with ease.

## Maintaining a Welcoming Environment

In the 2015-2018 Strategic Plan, the Library identified a need for quiet space. In 2017, it constructed five new quiet study rooms on the main floor and relocated public PCs to develop a technology alcove. At the same time, the periodicals collection was

relocated and outfitted with improved lighting and comfortable furniture. The quiet study rooms have provided an environment conducive for making conference calls, job interviews, proctoring, presentation preparation, group collaboration, and studying. These rooms are in constant use and have become an invaluable resource to community members who are looking for a quiet area to work.

In order to accommodate mobile and laptop connectivity demands, the Library invested in expanding WiFi coverage and doubling Internet connection speed in order to support the growing number of patrons needing connectivity access within the building.

After a space audit was conducted in 2017, the Library created an area for improved marketing and display of materials. The Library added three display gondolas to the main concourse of the building that feature rotating displays of popular, seasonal, and

current topics along with stack-end book displays throughout all collections. Response to the new space has been very positive with patrons frequently checking out featured items and discovering new material featured in the new monthly topics.

While there are opportunities to further enhance some spaces in the Library such as

renovating the five window seating areas along the front of the Library and adding comfortable furniture to the main concourse, we must also take long-overdue major capital repairs. These are not headline-grabbing repairs but they are essential to long-term maintenance.



*New quiet study rooms and technology center foster both small group collaboration and individual*

### Welcoming Environment Goals 2019-2023

- a. *The Library will empower staff to provide exceptional customer service.*  
The Library will provide the knowledge, skills and resources

necessary to empower all staff to provide exceptional customer service.

- b. *The Library will invest in improvements that will result in a comfortable environment for its patrons.* By 2023, the Library will add comfortable lounge style furniture for patrons; renovate the five “bump out” window seats facing Ridge Road; and install electrical outlets on public tables in the main concourse for BYOD patrons.
- c. *The Library will proactively replace and upgrade outdated HVAC systems.* In 2019, in conjunction with the children’s room renovation, the Library will replace the original rooftop HVAC unit that services the children’s room. By 2023, the Library will upgrade the HVAC ducts in the Winter Room in order to provide a quieter, more comfortable program and meeting space.
- d. *The Library will undertake deferred long-term repairs of the facility.* The Library has deferred several major repairs to the facility over the years as it prioritized other activities. The Library will mill and repave the driveway and parking lot, and will evaluate options to add additional parking spaces when the lot is repaved. The Library will rehabilitate the heavily-used public bathrooms on the main floor.

## Building Operational Efficiency

Over the past decade, the Library has adapted to lean funding through a combination of thoughtful fiscal management and an ongoing emphasis on cost containment and efficiency in all aspects of its operations.

In 2012, the Library replaced many low-efficiency florescent lights with high-efficiency equivalents, saving thousands of dollars on utility costs each year. Installing advanced HVAC controls with automated scheduling features allow the Library to further contain utility bills. Utility costs were further reduced by adding occupancy sensors to bathrooms and staff workrooms and offices to turn off lights when these spaces are unoccupied.

Utility costs are not the only areas the Library has sought to contain costs. It continuously reviews staffing levels at customer service points to optimize scheduling for both peak and off-peak times, thereby controlling

personnel costs while ensuring exceptional customer service at all times.

The Library recognizes that personal interactions are valued by customers and staff alike. It constantly seeks out ways to maximize these interactions, but also recognizes that some transactions – notably checkout and return – are operationally inefficient due to the nature of security and inventory control systems which were designed decades earlier.

Going forward, the Library will continue to implement energy efficiency measures where the return on

investment makes them feasible. It will also seek to improve the efficiency of routine, transactional interactions with patrons to both reduce costs and reallocate staff to other duties that improve patrons' experience in the Library.



*While personal interactions are valued by customers and staff alike, checking out materials one-at-a-time is an inherently inefficient process.*

### Operational Efficiency Goals 2019-2023

- a. *The Library Strives for Operational Efficiency.* The Library will research and implement new methods of operating that generate efficiency

and reduce costs in routine tasks and building systems. The Library will tag its collections with Radio Frequency Identification (RFID) tags

for efficient material handling. It will install self-service kiosks for patrons to checkout their own items.

- b. *The Library will reduce operating costs through energy efficiency.* The Library will replace aging fluorescent lamps with high-efficiency LEDs to

reduce operating costs and its carbon footprint. The Library will replace the aging swinging doors on the front and rear entrances with electromechanical automatic sliding doors that open and close quickly, reducing heat transfer while the doors are open.

## Funding

No discussion of the Library's future vision would be complete without examining its funding. It is important to understand that like many libraries throughout New Jersey, the Mahwah Public Library is funded at the minimum level

mandated in state law, one-third of a mill, or funding equivalent to \$0.33 for every \$1000 of equalized property value. *Unlike municipalities or school districts, there is no annual increase and no 2% cap.* As a result, the Library's funding is directly linked to the equalized property value, or rateables.

As the rateables increase, so does the Library's funding and when the rateables decline or are flat, the Library's funding follows suit. As a result, the Library has been largely flat funded for the past five years at \$300,000 less than the 2009 peak level of funding at \$2,349,300.

While the Library has adapted to these lean conditions over the past decade through careful financial planning and cost savings wherever possible, future growth is intrinsically linked to a robust budget. As part of the 2019-2023 Strategic Plan, the Library sought to understand how the rateables were likely to change in the coming years. After reviewing several contributing factors – housing sales,

new developments, unresolved tax grievances – the Library anticipates municipal funding to increase by 0.5% to 1.25% per year through 2023. While any regional growth is encouraging, the Strategic Planning



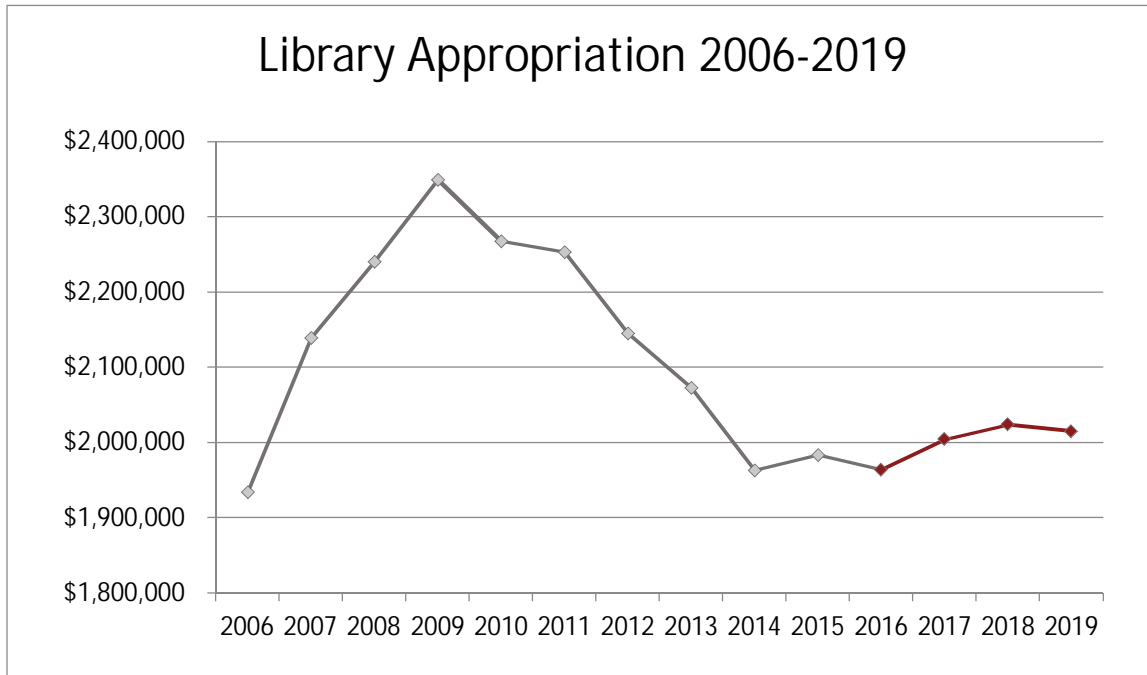
*A crumbling driveway is one of the few outward signs of a stagnant budget. Programs, collections and services may follow unless additional funding is*

Committee does not anticipate the modest growth will allow the Library to provide robust services, vibrant collections and dynamic programs that reflect the community's interests. In response, this plan calls for funding levels comparable to 2009, a decade ago, to ensure long-term growth through robust collection development,

enriched programming and adding new community-centric services. Ideally, additional funding would allow the Library to remain open on Sundays year-round.

Until recently, there was no mechanism for libraries to increase their appropriation through a public referendum. That changed in 2017 when P.L. 2017 c.260 (A1427/S2633), which permits an increase in the tax levy to support public libraries, was signed into law. The new legislation allows communities to vote for an increase in the level of funding directed to their local libraries will be of critical importance to the Library's success under this plan.





### Funding Goals 2019-2023

- a. *The Library will secure adequate operating funding to ensure long-term growth.* The Library has been largely flat-funded since 2014 and has succeeded at stabilizing services by carefully managing its finance. While the Library can offer basic services at this level of funding, it will research alternatives and hire a consultant to help secure increased funding as a means to offer a wider range of programming and collection development interests by 2023.
- b. *The Library will bolster its capital reserves in order to fund major repairs and strategic initiatives.* The Library will set aside funding for capital projects identified in this plan, including major repairs and long-term renovation projects, as well as major repairs that fall outside the scope of this plan. By 2023, the Library will maintain a contingency reserve of \$100,000 for major repairs.

# With Our Thanks...

## Committee Members

The Committee consisted of ten members including three Trustees, four community representatives, and three Library staff.

- Ms. Angela Clarkin. Ms. Clarkin is a long-time Mahwah resident and member of the Board of Trustees. Ms. Clarkin previously sat on the Board of Directors at Good Samaritan Foundation
- Ms. Julia Crimi. Ms. Crimi is a longtime Mahwah resident and active volunteer in Mahwah Schools.
- Ward Donigian. Mr. Donigian is a longtime Mahwah resident, former member of the Mahwah Town Council and current member of the Township's Planning Board.
- Ms. Kara Gilbert. Ms. Gilbert has been with the library for two years as the Supervising Librarian. As such, she is responsible for many of the day-to-day operations, including circulation and adult services.
- Mr. Kurt Hadelor. Mr. Hadelor has been director of the Mahwah public library since 2010 and is responsible for the overall operations of the Library.
- Ms. Sharon Javer. Ms. Javer is a long-time Mahwah resident and member of the Board of Trustees.
- Ms. Joy Laforme. Ms. Laforme has been with the library for slightly over two years as the PR/Marketing Coordinator. In this capacity, she works closely with all staff to promote awareness of library programs and services among the community.
- Mr. Thomas Murphy. Mr. Murphy is a longtime Mahwah resident, volunteer firefighter and active supporter of youth sports.
- Peter Wendrychowicz. Mr. Wendrychowicz is a long-time Mahwah resident, member of the Board of Education and Library Trustee.
- Ms. Amanda Winn. Ms. Winn is a long-time Mahwah resident and active volunteer in Mahwah School.

## Board of Trustees

- Mr. Richard H. Wolf, President
- Mr. Curtis P. Koster, Vice President
- Mr. Richard Lee, Treasurer
- Ms. Zoe Cassotis, Trustee
- Ms. Angela Clarkin, Trustee
- Mr. William Grob, Trustee
- Mr. Peter Wendrychowicz, Trustee
- Hon. John Roth, Mayor
- Mr. Frank Orlich, Mayor's Alternate
- Dr. Lauren Schoen, Superintendent of Schools

# Appendix: Guiding Principles

The Library last revised its Mission Statement, Vision and Core Values in 2011. They remain our guiding principles for this Strategic Plan.

## Mission

The mission of the Mahwah Public Library is to be an essential resource, connecting everyone in the community with ideas, information, technology and each other to further life-long learning opportunities and the cultural and business interests of its residents.

## Vision

The Mahwah Public Library Board of Trustees and staff will work together to:

Provide current materials of high interest to the community in a variety of formats for people of all ages.

- Employ relevant technologies to improve operational efficiency and enhance access to information.
- Partner with other organizations to improve access to local, historical and civic information.
- Provide timely, accurate information and reference services, employing a highly qualified staff to form a link between library materials and users in a congenial and professional manner.
- Be a central meeting and gathering place for people and businesses of Mahwah.
- Promote and encourage a lifelong love of reading and learning, particularly in our young people.

## Core Values

- Service Excellence: We are customer focused and deliver positive experiences.

Our employees are knowledgeable and seek to understand our users' needs and points of view. We provide convenient and timely service, demonstrate friendliness and reliability, and are proactive in offering options and solutions to the public and each other. We are committed to accessibility.

- Welcoming Environment: We maintain an attractive, clean, environmentally sustainable and comfortable facility, recognizing its unique value to the community.
- Innovation: We pursue innovation as a means to keep our services contemporary and vibrant. We implement appropriate advancements in technology for operational efficiency and enhanced customer service.
- Life-long Learning: We play a unique role in our community so that learning can thrive. We offer comprehensive services and programs that encourage the intellectual and professional development of individuals throughout their lives. The Library supports reading and life-long learning within its walls and by taking services out into the community. We provide services for learners of all ages and especially for children.
- Freedom to Know: We provide free and equal access to library resources and facilities. We support the open exchange of information and ideas that represent multiple points of view. We value the benefits of diversity. Our employees handle requests for information in a manner that protects and respects every user's right to know and right to read.
- Integrity & Trust: We serve the residents of Mahwah with financial integrity. We act with honesty and fairness as we

conduct our business with patrons and each other. We assume personal responsibility for accomplishing the goals of the organization.

- Staff Appreciation: We recognize that the Library's employees are our most valuable resource. Therefore, we treat each other with respect and value teamwork. We encourage staff to pursue

their professional goals. We attract, celebrate and retain outstanding staff members.

- Communication: We engage in the open and honest exchange of information as a critical process for creating a synergy of ideas within our library and with our community.

## Appendix: Community Survey Summary

While developing this Plan, the Committee sought to gain insight into how the community uses the Library, staff responsiveness, and if the Library's marketing efforts are successful. To this end, the Committee developed a survey that was administered through the online survey system Survey Monkey. The survey, while long at 38 questions relied heavily on skip logic to limit the number of questions asked by using the response from one question to determine which question(s) were asked later in the survey. For example, people who visit the Library only rarely were asked what prevented them from using the Library, while frequent visitors were asked more detailed questions about their experiences and preferences. Requests to participate in the survey were distributed via email, social media, the Library's website, in-person at the Library and at Mahwah Day. In addition, the survey was announced in Patch. 870 responses were received, 15% fewer than responded in 2014.

The responses were segmented into broad patron categories in order to better understand the data and community needs. In addition to reviewing all responses, the Committee evaluated responses from Mahwah residents, regardless of frequency of use or age; responses from Mahwah residents broken down by frequency of use (frequent, moderate or infrequent); responses broken down by age (under 18, 18-35, 36-55 and over 55).

Responses for each question were then analyzed by patron category to better understand both the "top level" responses, as well as any variation among frequent/infrequent users or users of various ages.

Several patterns emerged:

- The majority of respondents (64%) visit the Library at least a few times a month while 36% visit once a month or less, indicating that the survey was most successful as soliciting feedback from regular users.
- Among non-users, preference for downloading content to a personal device, lack of familiarity with Library services, and inconvenient location were the most-cited reasons for the lack of use.
- There was little consensus on what would draw moderate/infrequent users into the Library more often. Author visits scored high across all ages, although anecdotally author visits are among the least well attended programs offered. A better selection of materials, longer hours, music concerts and art exhibits were also cited as likely to draw people in.
- When asked to rate the Library's collections, children's collections received the highest weighted score of 4.33/5, adult collections scored 4.21/5, and teen books scored 4.07/5. Ease of

borrowing from other libraries scored highly (4.38/5) while speed of receiving materials scored lowest (3.78/5).

- Programs were well regarded with adult programs receiving a weighted score of 4.18/5, teen programs scoring 4.09/5 and children's programs scoring 4.23/5.
- Technology was also well regarded with the Library's web presence scoring a weighted average of 4.17/5, online services (eBooks, etc) scoring 4.16/5 and computers, printers, etc, scoring 4.09/5.
- When asked to rate the Library's facilities, the responses were uniformly positive: The children's space received a weighted score of 4.37/5, the teen space 4.27/5 and small group meeting space 4.17/5. Three areas received a weighted average of less than 4/5: Collaboration space (3.99/4), quiet space (3.98/4) and comfortable seating (3.94/4)
- When asked, "if you could make improvements to the Library today, which area would you prioritize," 27% answered programs, classes, lectures and other activities. 16% would improve physical collections, 15% would improve online services such as ebooks, 12% would improve technology, less than 10% would improve the building, including parking. Interestingly only 5% responded with interest about an additional location such as a kiosk at the train station to pick up holds and popular items. Drilling down further into these questions yielded interesting responses:
  - Based on the interest in programs, the Library sought to better understand respondents' interests. Programs by age group: Most were interested in programs for adults (57%) and seniors (30%) while fewer were interested in programs for children (24% elementary school, 17% birth-preschool). Less than 10% were interested in more programs for teens. Programs by subject. There was a wide variety of responses to the types of programs

patrons would be most likely to attend. Health and wellness (49%), movies (42%), lectures (41%) and trips (39%) all scored highly. This may be more indicative of the people who responded rather than community needs. When asked if they would be willing to pay a nominal fee for selected programs, the weighted average was 3.4/5, indicating that some patrons would be willing to pay a small fee for quality programs.

- The individuals who indicated they would improve the Library building or grounds were most interested in more parking spaces (68%). More comfortable seating (38%) and outdoor seating (34%) were also highly rated. Other areas of interest included repaving the parking lot (30%), renovating the main floor bathrooms (28%), improving temperature control (21%) and adding electrical outlets to the tables (21%).
- Individuals who identified technology as the improvement they would make today identified 3D printers (41%), borrowing laptops (40%) and faster WiFi (38%) as their top priorities. Adding Macintosh computers (26%), large format poster printers (22%), tools to convert media to new formats (22%) and additional windows PCs (21%) were other areas of interest.
- When asked, "how important is the Library as a community service," the majority (74.5%) indicated it is very important while 18.8% said it was important. Only 6.6% of respondents felt the Library is not important, somewhat important or neutral.
- When asked if they would be willing to pay more taxes to improve library services such as extended hours, new collections or more programs, 45% indicated they would be willing

to pay more for library services  
while 55% said they would not.

## Appendix: The Library by the Numbers

Population (2010 Census)	25,890	Physical	90.1%
Building	30,000 sq. ft.	Online	9.9%
Cardholders		Programs	
Adults	11,407	Adult	641
Young Adult	111	Teen	748
Children	3,054	Children's	707
Non-Resident/Other	70	<i>Total</i>	<i>2,096</i>
<i>Total</i>	<i>14,642</i>	Program Attendance	
Service Hours		Adult	13,044
Fall/Winter/Spring	62 hr/wk	Teen	16,427
Summer	54 hrs/wk	Children's	21,927
<i>Total</i>	<i>3,144 hr/yr</i>	<i>Total</i>	<i>51,398</i>
Collections		Community Room Use	
Adult Materials	76,446	Community Programs	33
Teen Materials	10,018	Community Attendance	650
Children's Materials	45,737	Staff	
<i>Total</i>	<i>132,201</i>	Full Time	14
Circulation		Part Time	30
Adult Materials	146,903	<i>Total</i>	<i>44</i>
Teen Materials	19,671	<i>Staff with MLS</i>	<i>10</i>
Children's Materials	98,624	Public Computers	
Online	<i>29,173</i>	Adult	12
<i>Total</i>	<i>294,371</i>	Teen	8
		Children's	5
		<i>Total</i>	<i>25</i>

# Appendix: Review of Past Goals & Objectives

The 2012-2015 Strategic Plan clustered goals into eight major areas: Funding, Customer Service, Personnel, Public Awareness, Collection Management, Technology, Building & Grounds, and Long-Term Projects. Individual objectives were then codified within each major area. Below is a summary of the status of each objective.

## 1. Funding

- a. *Manage budget appropriately.* Objective met. Through careful planning and financial oversight, the Library received clean audits every year. When possible, surplus from the Operating Fund was transferred to the Capital Fund to support long-term growth.
- b. *Identify and support alternative funding streams.* Objective partially met and ongoing. Staff and members of the Board were vocal supporters in favor of legislation allowing the public to vote on increasing libraries millage rates. The Library is looking ahead to undertaking such a referendum in 2019.
- c. *Improved capital reserves.* Objective ongoing. As mentioned in 1(a), routinely transfers operating surplus to the Capital Fund to support major repairs and strategic initiatives. From 2015-2018, the Library transferred \$390,000 to Capital which funded approved projects including construction of the quiet study rooms, repairs to the elevator and rear entrance door, part of a new security camera system and designing renovations to the children's room.

## 2. Customer Service

- a. *Delivery by mail.* Objective met with limited success. The Library introduced "Borrow by Mail" in 2016. Despite being heavily promoted in 2016-2017, the service has not been

widely adopted by patrons. We anticipate making changes to the service in 2019 to increase adoption.

- b. *Increase registration.* Objective met and ongoing. Monthly patron registration is increasing.
- c. *Empowered staff.* Objective met and ongoing. Team leaders are proactively training staff on a wide variety of products and services with the expectation that all staff will be able to assist patrons with basic questions and refer more complex questions on to specialists. Staff feel more knowledgeable and comfortable coming out from behind service desks to answer questions.

## 3. Personnel

- a. *Building Core Competencies.* Objective partially met. As mentioned in 2(c), Team Leaders are working closely with their teams to develop a broad-based understanding of our service. However, the Library did not define a formal list of core competencies and implement an evaluation program.
- b. *Hire a part-time library marketing assistant to help with PR/marketing/publicity.* Objective met. In 2016, the Library hired a well-qualified PR/Marketing Assistant who has significantly raised the quality of our print and online marketing efforts. The PR/Marketing Assistant has focused on unifying PR/marketing efforts across all departments and made



great strides in using social media to communicate the Library's message.

- c. *Hire a part-time library technology assistant to help with technology.* Objective not met. While funds were included in the budget for a Technology Assistant, this position went unfilled. Existing staff were able to manage technology effectively with occasional assistance from an independent technician.

## 4. Public Awareness

- a. *Market library to new residents.* Objective met and ongoing. The Library began mailing postcards to new residents in 2017 and approximately 6% of respondents later joined the Library.
- b. *Market library to parents with children going into school.* Objective partially met and ongoing. The Library began mailing postcards to new parents in 2017 with limited success. We have had greater success coordinating visits for all 4<sup>th</sup> grade students which has proved a better time to introduce them to the Library.

## 5. Collection Management

- a. *Data-driven collection management.* Objective met and ongoing. The Library was an early adopter of CollectionHQ, a tool that allowed data-driven collection management decisions. This tool was discontinued by BCCLS in 2018 and staff subsequently became adept at using Simply Reports for many of the same tasks.
- b. *Highlight new materials with bookstore style presentation.* Objective met and ongoing. In 2017, the Library engaged a specialized consultant to perform a space audit

focusing on marketing. Many of the 27 recommendations identified were acted on, including exterior signage to announce major programs and services, adding display gondolas for marketing books and other items, adding shelf-talkers and face-out displays in the stacks, and adding end-aisle displays.

- c. *Non-Dewey classification for non-fiction.* Objective started and ongoing. Throughout 2018, staff met to review other libraries' experience with non-Dewey shelving schemes, identify best practices and develop a local shelving scheme.
- d. *Increase online services.* Objective met and ongoing. In 2017, the Library continued with Hoopla when it was discontinued by BCCLS and add Kanopy, a streaming media service which features high-quality independent, foreign and documentary films. In 2018, we were an early adopter of OverDrive Advantage, which allows greater flexibility in purchasing eBooks and eAudiobooks for local collections.
- e. *Radio Frequency Identification.* Objective not met and continued into current strategic plan. The adoption of RFID and self-checkout did not take place, partially because the Library hopes to use funds from the \$125MM library construction bond which was passed in 2017, but those funds have not been released.

## 6. Technology

- a. *Relocate adult PCs, promote as a technology center.* Objective met. After construction of the new quiet study rooms, the adult computers were relocated to the area between the new rooms and the existing reference desk. Printers/copiers, scanners, fax machines, were also

- relocated and this area to form the Technology Alcove.
- b. Update website. Objective not met and carried over to the current strategic plan. While staff had a number of meaningful conversation with website developers, this project was delayed and will be carried out under the new strategic plan.
  - c. *Migrate PCs off BCCLS network.* Objective met. In 2017-2018, the Library migrated all desktop PCs that do not require the traditional Polaris client over to an internal network. The eight PCs that remain on the BCCLS network have VPN connections to the Library's network for access to shared files, printers and other network services.
  - d. *Install server, either on-site or hosted, for staff access to critical resources.* Objective met. The Library reconfigured its Synology NAS to act as a primary file sharing server and installed a Windows 2019 server as part of an IP camera security system.
  - e. *Upgrade core networking equipment (router/firewall, switches, access points) as necessary to deliver exceptional service.* Objective met and ongoing. In 2015, the Library replaced the primary router/firewall with a new SonicWall network security appliance. In 2016-2017, the Library replaced most network switches and wireless access points with enterprise-class Meraki equipment.
  - b. *Complete quiet study rooms on first floor.* Objective met. In 2017, the Library constructed five quiet study rooms on the main floor.
  - c. *Shift collections to create space for periodicals.* Objective met. Periodicals were moved to the end of the adult collection and a periodical reading area created using comfortable seating and improved lighting.
  - d. *Update seating in window areas along the front of the Library.* Objective not met and carried over to the new strategic plan.
  - e. *Create a dynamic, inviting, "theme" for the children's room.* Objective in progress. In early 2018, the Library began working with a specialized interior designer to develop a theme for the children's room. The theme was finalized in fall 2018 and the project went out to bid in early 2019.
  - f. *Update CCTV (security camera) system.* Objective in progress. After developing comprehensive specifications and working with several vendors for pricing, the quotes received were significantly above initial estimates. Rather than sacrifice quality, Library staff designed a system and began installing it themselves in the fall of 2018 with completion anticipated for 2019.
  - g. *Resurface parking lot.* Objective not met. After considering the significant cost of resurfacing the parking lot, the Library felt that other projects were higher priority.

## 7. Building & Grounds

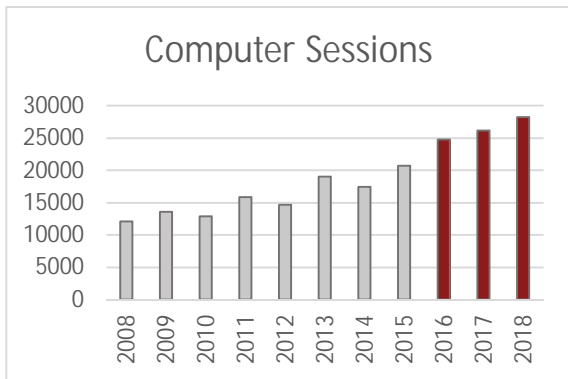
- a. *Maintain a comfortable, welcoming environment for all residents.* Objective met and ongoing. In the survey conducted for this plan, XX% of patrons reported they were satisfied or very satisfied with the physical building.
- h. *Set aside funds each year for HVAC and other large-scale building maintenance and repair projects.* Objective in progress. The Library has set aside funds in anticipation of replacing one original rooftop HVAC system in 2019.

## 8. Long-Term Projects

- a. *Expand physical building, possibly with a quiet reading room or larger venue for programs, within 5-7 years. No action.*
- b. *Expand parking lot by 20-40 spaces, possibly at the rear or along the sides of the property, within 5-7 years. No action.*

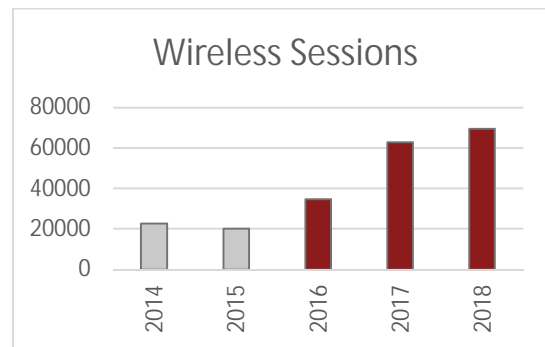
# Appendix: Current Technology & Anticipated Needs

The Library has worked diligently to improve public computing in recent years. In 2015, the Library began enhancing its locally managed network in preparation of shifting technological needs. It installed new network switches and migrated the public PCs to a locally managed network. In 2016 it began deploying Windows 10 as the default desktop environment and installing Microsoft Office 2016 and high speed internet access on all public PCs. As a result, use of Library computers increased steadily to over 28,000 public computer sessions in 2018, an average of 8.1% per year from 2015 through 2018.



While use of desktop PCs continues to be strong, an increased number of patrons bring their own laptop or device (BYOD) and connect to the Library's wireless network. Although the Library has maintained a wireless network for many years, it dedicated considerable resources to improving WiFi access in the past three years. In 2015, it deployed six D-Link business class access points. By 2017, it began replacing these with enterprise class Meraki access points and a

faster internet connection to keep up with demand for wireless services. As a result, public wireless sessions increased to over 69,000 sessions in 2018, a threefold increase over 2015, and far exceeding desktop use.



## Technology Infrastructure

### BCCLS Network

The Mahwah Public Library is a member of the Bergen County Cooperative Library System ('BCCLS'). BCCLS provides all member libraries with a shared integrated library system (ILS) and web-based catalog (OPAC); and infrastructure (network connectivity, switching, internet access, etc.), and basic computers. BCCLS provides internet access via a high-speed cable connection with a dedicated modem and static IP address and Cisco router. Within the building, PCs are connected to the network via Category 5/5e/6 fast Ethernet cabling and a Cisco 48-port switch.

### Library Network

In order to further leverage technology, the Library maintains a separate network for staff and public PCs, wireless access,

building systems and other services. The internal network is built around gigabit Ethernet standards using gigabit switches and Category 6 wiring to the devices. Multiple VLANs (e.g. wireless, public, staff, security cameras and infrastructure) are deployed on this network for improved versatility and security. Internet access is provided through a separate 500mbps cable connection with a dedicated modem and SonicWall firewall/router. Content filtering, where necessary, is handled at the firewall. This network is fully extensible and can expand as new technologies become available and relevant to the Library.

## Wireless Networking

Wireless access is provided via the locally managed network. Three wireless VLANS segment traffic for staff, library-owned devices, and the public. Four Meraki and two D-Link access points are installed in various locations to ensure comprehensive coverage throughout the building. The wireless network was optimized, including completing a site survey to ensure correct AP locations for coverage throughout the building with minimal channel overlap.

## Servers

The Library manages a range of servers on its internal network, including:

- One (1) Network Attached Storage (“NAS”) server for internal file sharing and archiving.
- One (1) Windows 2019 server for IP security camera management software and storage.
- One (1) Windows 7 PC configured as a server for analog security camera management software and storage (depreciated).
- One (1) Windows 7 PC configured as a server various internal PC management systems.
- One (1) Nortel BCM phone system.

In addition to the local servers, the Library maintains its website on a hosted server.

## Desktop & Mobile Computing

### Public Workstations

- Eleven (12) multipurpose adult PCs connected to the Library's wired network. These PCs feature internet access and the full Microsoft Office suite for productivity.
- Eight (8) multipurpose teen PCs connected to the Library's wireless network. These PCs feature internet access and the full Microsoft Office suite for productivity.
- Four (4) AWE “Early Literacy” computers, not networked: The Early Literacy Stations are fully pre-configured PCs designed specifically for patrons ages 2-8, features over 4,000 localized learning activities in all seven curricular areas: math, science & nature, social studies & geography, reading, art & music, writing & computer skills, and reference.
- One (1) multipurpose children's computer, connected to the Library's wireless network. Features filtered Internet browsing and the full Microsoft Office Suite
- Four (4) dedicated public catalog terminals connected to the Library's wireless network.

### Staff Workstations & Mobile Devices

- Twenty-one (21) multipurpose staff workstations, connected to the BCCLS' network (8 PCs) or the Library's network (13 PCs). PCs on BCCLS network have VPN client software installed that allows access to file servers, printers and other resources on the Library's network.

- Four (3) wireless staff laptops and six (6) iPads connected to the Library's wireless network.

## Audiovisual Systems

The Library maintains an audio-visual network that allows distribution of content from a PC or DVD/BluRay player located in a network closet to display screens located on both floors.

- Main floor: one multimedia display is setup adjacent to the checkout desk.
- Winter Room: As the Library's largest programs and meeting space, the Winter Room audio-visual system was upgraded with a new screen, projector, microphone, speakers, amps and integrated control system in the fall of 2013.
- Lower level: Seven multimedia displays throughout the meeting rooms and public spaces. The multimedia display in the Inbetween features common gaming consoles (PS4, Xbox, Wii), DVD player, cable tuner and PC connected via HDMI matrix switch to an 80" display.

## Future Needs

The computers and core networking components meet the Library's current needs. However, it will need to be diligent and replace aging equipment on a regular basis. The continuing emphasis on wireless

access means that adding or upgrading access points and upstream components (network switches and routers/firewalls) will be an ongoing priority. In addition, it can explore low-cost options that would allow patrons to borrow netbooks or similar devices for use in the Library as an alternative to traditional desktop PCs.

In addition, the Library's website which was developed in 2011 is overdue for a redesign. With over 50% of users viewing the site on mobile devices, having a mobile responsive website is imperative and the Library should consider adding a mobile app as people increasingly use mobile devices as their primary connection to the internet.

## Maintenance & Support Contracts

BCCLS provides basic maintenance on the eight PCs on their network. Maintenance on all other computer equipment and peripherals is typically handed by regular library staff. The Library maintains current licenses on all software and relies on the software vendor for support. When necessary, additional support is coordinated through independent technicians and is paid on an "as needed" parts and labor basis. There are dedicated lines in the operating budget for ongoing maintenance and repairs, with major upgrades coming from capital funds.

